

**Charter Schools Institute**  
**Request for Information from Prospective Board Members**

1. Please provide your educational and employment history. A resume is preferred, but not required.
2. Please indicate whether you will be at least eighteen years old by January 1 of the year in which the proposed charter school would open.
3. Please indicate how you became aware of the proposed charter school and the opportunity to serve as a member of its board if it is chartered, including who invited you, if applicable, to sit on the Board.
4. Please explain why you wish to serve on the Board
5. Please indicate if you have previously served on a board of a school district or a not-for-profit corporation (including the board of a non-public school) and describe any relevant experience.
6. Please describe your understanding of the appropriate role of a public charter school board member.
7. Please indicate specifically the knowledge and experience that you would bring to the board.
8. Please provide a forecast of where you see the school in one year and then again in four years.
9. How would you handle a situation in which you believe one or more members of the school's board are involved in self-dealing (working for their own benefit, or the benefit of their friends and family)?

**Conflict of Interest**

10. If you, your spouse or other family members knew any of the other prospective board members prior to being invited to sit on the board, please so indicate and describe the relationship with each such prospective board member.
11. If you, your spouse or other immediate family members know anyone that plans to do business with the school, please so indicate and describe the relationship and the nature of the potential business.
12. If the school proposes to partner with an educational service provider (a management company), please indicate if you, your spouse or other immediate family members know any employees, owner, or agents of that provider. If your

answer is yes, please indicate the individuals you know and the nature of the relationship.

13. If the school proposed to enter into a contract with an education service provider, please indicate whether you, your spouse, or other immediate family member have a direct or indirect ownership, employment, contractual or management interest in the education service provider.
14. Please indicate if you, your spouse or other relative (by marriage or blood) anticipate conducting any business with the educational service provider, the school or both. If so, please describe the potential relationship.
15. Please indicate if you foresee any potential ethical or legal conflicts of interest should you serve on the school's board. If so, describe such potential conflicts.
16. Please describe your understanding of the school's mission and/or philosophy.
17. Please indicate your level of familiarity with the educational program that the school proposes to utilize.
18. Please describe what you believe to be the key characteristics of a successful school. What specific steps do you think the board of the school will need to take to ensure that this school is successful?

Charter School Board and Committee Member Matrix

Board Positions	Candidates	Organization	Title or Responsibility	Notes	Board Experience	Parent	Financial	Legal
<b>Executive Committee</b>								
President								
Vice President								
Secretary								
Treasurer								
<b>Committee Chairs</b>								
Development (fundraising strategy, sustainability)								
Marketing and Communications (website, newsletter, PR, brochure, etc.)								
Facilities Management								
Curriculum Development								
Etc.								
<b>Committee Members</b>								
Joanne Smith								
Etc.								
Notes:								

Add candidates by position, add as many lines as you need for each position

Mark qualifications desired for each position with an "X"

List all board positions

If candidate has a desired qualification, note in bold

If candidate has another qualification, note with "+"

Keep a candidate list separate, maybe below and plug them into positions

Charter School

Board Positions	Marketing & Communication	Strategic Planning	Fundraising	Non-Profit	Education	Self Employed	Government
<i>Executive Committee</i>							
President							
Vice President							
Secretary							
Treasurer							
<i>Committee Chairs</i>							
Development (fundraising strategy, sustainability)							
Marketing and Communications (website, newsletter, PR, brochure, etc.)							
Facilities Management							
Curriculum Development							
Etc.							
<i>Committee Members</i>							
Joanne Smith							
Etc.							
Notes:							

Add candidates by position, add as many lines as you need for each position

## **Roles Of The Board Of Directors**

**The Board of Directors of every nonprofit organization plays many important roles in furthering the purpose of the organization. These may include, but are not limited to, the following.**

- ❖ **PLANNER:** for the organization's future.
- ❖ **MONITOR:** of the current goals and objectives.
- ❖ **EVALUATOR:** of management efficiency and program effectiveness.
- ❖ **ORGANIZER:** of community constituencies to assist the organization.
- ❖ **EMPLOYER:** of the personnel at the organization.
- ❖ **MOTIVATOR:** of the staff and volunteers.
- ❖ **FUNDRAISER:** to ensure that all necessary funds are available.
- ❖ **CATALYST:** for long-term organizational change.
- ❖ **PROMOTER:** of the total organization as well as of its activities.
- ❖ **SUPPORTER:** of the organization's programs and services.
- ❖ **PROTECTOR:** of the public interest in exchange for tax-exempt status.
- ❖ **ADVOCATE:** for issues and positions which may affect the organization or its constituents.
- ❖ **ADVISOR:** to the Executive Director on issues which fall within the executive's purview.
- ❖ **LEADER:** to move the organization forward and not allow it to stagnate.
- ❖ **GOVERNOR:** to make corporate decisions.

(Source: Management Cornerstones, Inc. Milwaukee, WI, Revised 1989, 1990, 1995, 2000)

## **Sample Charter School Board Director Position Description**

1. Attend regular meetings of the Charter School board, which are each approximately two hours in duration. The board meets at least eight (8) times per year. Be accessible for personal contact in between board meetings.
2. Provide leadership to board committees. Each board director is expected to serve as an active, ongoing member of at least one committee. This requires a number of meetings per year plus individual committee task completion time. Presently committees include educational policy, resource development, strategic planning, board development, personnel, finance, and executive.
3. Commit time to developing financial resources for the Charter School. This includes making a personally meaningful financial gift as well as supporting other fund development activities of the Charter School in a manner appropriate for board directors.
4. Responsibly review and act upon committee recommendations brought to the board for action.
5. Prepare in advance for decision-making and policy formation at board meetings; take responsibility for self-education on the major issues before the board.
6. Participate in the annual board director self-review process.
7. Participate in the annual board development and planning retreat usually held in March of each year.
8. In general, utilize personal and professional skills, relationships and knowledge for the advancement of the Charter School.

I am aware that this board director position description is an expression of good faith and provides a common ground from which board directors can operate. Additional information on the Charter School mission, educational program and board responsibilities is contained in the board orientation materials and bylaws which I have read.

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Board Director's Signature

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Date

# Job Description

**Position Title:** President

**Reports To:** Executive Committee

## Summary

The President serves as the chairman of the board and is responsible for the board abiding by the by-laws, and ensuring that all committee functions and that of officers are executed. The President has the ultimate responsibility of maintaining the integrity, the stability, and the operations of ORGANIZATION and that the board and membership actions reflect the mission, values and vision of ORGANIZATION. The President shall serve a single three year term.

## Essential Duties and Responsibilities

The President is responsible for the following duties:

### Board Management

- Attends monthly board meetings.
- Prepares monthly status, annual and other reports.
- Provides input and goals to board for strategic planning purposes.
- Attends other events/meetings as necessary.
- Coordinates board orientation sessions.
- Guides the board in policy making.
- Serves as legal representative of the organization in financial and contractual situations.
- Recruits, educates and mentors board members as to their functions and duties.

### Executive Leadership

- Serves as Chairman of the Board.
- Serves on the Executive Committee.
- Assesses the needs of the organization on an on-going basis.
- Maintains the adherence to the by-laws and policies.
- Supervises the Vice President in the implementation of the strategic plan process.

### Communication

- Communicates to the membership as needed via email, phone and newsletter.
- Ensures the maintenance of committee records.

### Financial Management

- Ensures that the organization has an annual budget and that the board administers the funds accordingly.



# Job Description

**Position Title:** Secretary

**Reports To:** President

## Summary

The Secretary serves as the recorder of information for the ORGANIZATION. The Secretary shall serve a single three year term.

## Essential Duties and Responsibilities

The Secretary is responsible for the following duties:

### Data Recording

- Records the minutes of board, executive and special meetings.
- Maintains copies of the meeting minutes.
- Maintains copies of annual committee reports.
- Maintains any revisions of the by-laws.
- Maintains the committee summaries and board job descriptions for the organization.
- Monitors and orders stationary supplies.
- Maintains historical information.
- Maintains electronic copies of all documents.

### Reporting

- Monthly minutes and agenda for board meetings.
- Annual report summary of activities, overview of meetings, special sessions, etc.
- Annual document updates for by laws, job descriptions and committee summaries.

### Board Support

- Attends monthly board meetings.
- Provides input and goals to board for strategic planning purposes.
- Attends other events/meetings as necessary.
- Performs other duties as assigned by the board of directors.

### Executive Leadership

- Serves on the Executive Committee.



# Job Description

**Position Title:** Treasurer

**Reports To:** President

## Summary

The Treasurer serves as the financial officer for the ORGANIZATION and chair of the finance committee. The Treasurer is responsible for the oversight of financial policies and procedures, financial reporting, budgeting, taxes and accounting. As Finance Committee Chair, the Treasurer or the Treasurer's designee ensures that the committee goals and tasks are accomplished, that guidelines are followed and all relevant policies are implemented. The Treasurer shall serve a single three year term.

## Essential Duties and Responsibilities

The Treasurer is responsible for the following duties:

### Financial Management

- Establishes annual budget with the Finance committee, President, and other board members.
- Ensures tax filing and audits, if deemed necessary, are conducted annually by outside resources.
- Develops and monitors the annual budget.
- Pays all bills and invoices in a timely manner.
- Maintains a binder of all bank statements, invoices, and bills.
- Maintains current balance in checking account.
- Ensures donations and administration fees are noted and deposited in checking account.
- Manages the operating bank account.

### Board Support

- Attends monthly board meetings.
- Provides input and goals to board for strategic planning purposes.
- Attends other events/meetings as necessary.
- Performs other duties as assigned by the board of directors.

### Executive Leadership

- Serves on the Executive Committee.

### Committee Leadership

- Chairs or designates a chair of the Finance Committee.
- Ensures maintenance of finance committee binder (job description, committee summary, financial policies and reports, etc.).



### Reporting

- Monthly status reports for board meetings including Finance Committee activities and financial statements.
- Financial statements for annual report.



# Job Description

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**Position Title:** Vice President

**Reports To:** President

## Summary

The Vice President serves as President when the President is absent and shall have all powers and perform all duties of the President. The Vice President shall serve a single three year term.

## Essential Duties and Responsibilities

The Vice President is responsible for the following duties:

### Board Support

- Attends monthly board meetings.
- Provides input and goals to board for strategic planning purposes.
- Attends other events/meetings as necessary.
- Performs other duties as assigned by the board of directors.

### Executive Leadership

- Serves on the Executive Committee.
- Acts in the capacity of the President in the event she is unable to perform duties.
- Supports the efforts of the President and assists as needed.
- Observes all functions of the organization to prepare for upcoming term as president.
- Manages and monitors implementation of the strategic plan.



# **Executive Committee**

## ***General Purpose***

The executive committee is commissioned by and responsible to the board of directors to function on behalf of the board of directors in matters of emergency and in interim periods between regularly scheduled board meetings. The executive committee shall have and exercise the authority of the board of directors provided that such authority shall not operate to circumvent the responsibility and authority vested in the board of directors by the by-laws, and any action taken is to be ratified by the board of directors at its first subsequent meeting.

## ***Appointments and Composition***

1. The executive committee shall be composed of the president, vice-President, secretary, and treasurer of the board and one at-large member.
2. The chair of the executive committee shall be the president of the board of directors.
3. The president, vice-president, secretary, treasurer and one at-large member shall be elected in accordance with procedures set forth in the by-laws of the charter school.

## ***Responsibilities***

1. Meet to draw up an agenda for meetings of the full board of directors.
2. Make decisions on behalf of the full board as needed which cannot wait for the full board or on matters delegated to the Executive Committee by the board of directors.
3. Maintain effective communication with the committees of the charter school board.
4. Coordinate the annual planning and budget process of the charter school in conjunction with the finance committee and the charter school administrator.
5. Respond to the call of the board president or charter school administrator for emergency meetings to deal with special problems between regular board meetings.
6. Annually submit objectives as part of the planning and budgeting process.
7. Annually evaluate its work as a committee and the objectives it has committed itself to and report on same to the board of directors.

8. Report to the board of directors at regular meetings of the board in a manner determined by the board.

## Board Assessment Survey

*Please evaluate each principle for board performance over the past year or since your involvement and rank each on a scale of 1-5 (1-ineffective, 2-somewhat effective, 3-effective, 4 very effective, 5-excellent, no improvement recommended)*

*Put the number for your evaluation next to the number in parentheses.*

### **The Source:**

#### **Twelve Principles of Governance That Power Exceptional Boards**

Exceptional boards add significant value to their organizations, making a discernible difference in their advance on mission. Good governance requires the board to balance its role as an oversight body with its role as a force supporting the organization. The difference between *responsible* and *exceptional* boards lies in thoughtfulness and intentionality, action and engagement, knowledge and communication. The following twelve principles offer **chief executives** a description of an empowered board that is a strategic asset to be leveraged. They provide **board members** with a vision of what is possible and a way to add lasting value to the organization they lead.

#### **CONSTRUCTIVE PARTNERSHIP (1)**

Exceptional boards govern in constructive partnership with the chief executive, recognizing that the effectiveness of the board and chief executive are interdependent. They build this partnership through trust, candor, respect, and honest communication.

#### **MISSION DRIVEN (2)**

Exceptional boards shape and uphold the mission, articulate a compelling vision, and ensure the congruence between decisions and core values. They treat questions of mission, vision, and core values not as exercises to be done once, but as statements of crucial importance to be drilled down and folded into deliberations.

#### **STRATEGIC THINKING (3)**

Exceptional boards allocate time to what matters most and continuously engage in strategic thinking to hone the organization's direction. They not only align agendas and goals with strategic priorities, but also use them for assessing the chief executive, driving meeting agendas, and shaping board recruitment.

#### **CULTURE OF INQUIRY (4)**

Exceptional boards institutionalize a culture of inquiry, mutual respect, and constructive debate that leads to sound and shared decision making. They seek more information, question assumptions, and challenge conclusions so that they may advocate for solutions based on analysis.

#### **INDEPENDENT-MINDEDNESS (5)**

Exceptional boards are independent-minded. They apply rigorous conflict-of-interest procedures, and their board members put the interests of the organization above all else when making decisions. They do not allow their votes to be unduly influenced by loyalty to the chief executive or by seniority, position, or reputation of fellow board members, staff, or donors.

#### **ETHOS OF TRANSPARENCY (6)**

Exceptional boards promote an ethos of transparency by ensuring that donors, stakeholders, and interested members of the public have access to appropriate and accurate information

*Excerpted from The Source: Twelve Principles of Governance That Power Exceptional Boards. Washington, DC: BoardSource 2005. For more information or to order a copy of the complete book, please visit [www.boardsource.org](http://www.boardsource.org) or call 800-883-6262.*

## Board Assessment Survey

regarding finances, operations, and results. They also extend transparency internally, ensuring that every board member has equal access to relevant materials when making decisions.

### **COMPLIANCE WITH INTEGRITY (7)**

Exceptional boards promote strong ethical values and disciplined compliance by establishing appropriate mechanisms for active oversight. They use these mechanisms, such as independent audits, to ensure accountability and sufficient controls; to deepen their understanding of the organization; and to reduce the risk of waste, fraud, and abuse.

### **SUSTAINING RESOURCES (8)**

Exceptional boards link bold visions and ambitious plans to financial support, expertise, and networks of influence. Linking budgeting to strategic planning, they approve activities that can be realistically financed with existing or attainable resources, while ensuring that the organization has the infrastructure and internal capacity it needs.

### **RESULTS-ORIENTED (9)**

Exceptional boards are results-oriented. They measure the organization's progress towards mission and evaluate the performance of major programs and services. They gauge efficiency, effectiveness, and impact, while simultaneously assessing the quality of service delivery, integrating benchmarks against peers, and calculating return on investment.

### **INTENTIONAL BOARD PRACTICES (10)**

Exceptional boards purposefully structure themselves to fulfill essential governance duties and to support organizational priorities. Making governance intentional, not incidental, exceptional boards invest in structures and practices that can be thoughtfully adapted to changing circumstances.

### **CONTINUOUS LEARNING (11)**

Exceptional boards embrace the qualities of a continuous learning organization, evaluating their own performance and assessing the value they add to the organization. They embed learning opportunities into routine governance work and in activities outside of the boardroom.

### **REVITALIZATION (12)**

Exceptional boards energize themselves through planned turnover, thoughtful recruitment, and inclusiveness. They see the correlation between mission, strategy, and board composition, and they understand the importance of fresh perspectives and the risks of closed groups. They revitalize themselves through diversity of experience and through continuous recruitment.

## 1. Regularly scheduled meetings

- a. Board Meetings
  - i. When?
  - ii. Where?
- b. Executive Committee to meet monthly, date and time TBD

## 2. Communication process

- a. Email is preferred
- b. Phone call if requested by board member or due to shortened timeline

## 3. Meeting Preparation

- a. Committee reports are sent to secretary one week in advance of meeting by committee chairs and treasurer.
- b. Agenda, committee reports and additional materials for meetings are sent by secretary to board members five days in advance of meeting.
- c. Board members are expected to read all meeting materials in advance of the board meeting and come to the meeting prepared for discussion and decisions.

## 4. Agenda

- a. Consistent format
- b. Consent
- c. Items for business submitted from board members and committees
- d. Distributed prior to board meeting

## 5. Roles and responsibilities

- a. Board members (committee or board positions)
- b. Additional roles and responsibilities to be determined
- c. Executive committee (president, vice president, secretary, treasurer) established
- d. Board development committee responsible for board member orientation

## 6. Committee chairs

- a. Marketing and communications
- b. Fundraising
- c. Board development
- d. Finance
- e. Legal
- f. Public relations

## 7. Quorum establishment

- a. Simple majority (51%)



## **Consent Agenda**

David O. Renz, Ph.D.

### **What is a Consent Agenda?**

A consent agenda is a practice by which the mundane and non-controversial board action items are organized apart from the rest of the agenda and approved as a group. This includes all of the business items that require formal board approval and yet, because they are not controversial, there is no need for board discussion before taking a vote. Items may be on a consent agenda only if all board members agree; if even one member considers a specific item to need discussion, it must be removed and placed on the regular agenda for the board meeting.

### **Why are Consent Agendas Used?**

Consent agendas are used to save board meeting time and to help ensure that board meetings focus on substantive topics that are worth discussion. Through the “bundling” process, the entire set of items of business that are not worth board meeting time can be voted on in one action versus taking the time to vote on each individual item.

### **When Should Consent Agendas Be Used?**

Consent agendas should be used when there are a number of non-controversial business items on which the board needs to vote. Complete information must be provided in advance of the meeting to all board members, so that each knows what is being proposed and has the opportunity to consider whether the item truly is non-controversial. The key here is “non-controversial,” and the definition of non-controversial may vary from organization to organization. Consent agenda items often are matters that a bylaw or some other rule or regulation requires to be formally approved by the board, yet there is no value added by engaging the board in discussion about the item (e.g., a routine lease renewal for a facility already included in the approved agency budget). Consent agendas are *not* to be used to hide actions that will be controversial -- to do so breaches the trust of the board and undermines the value of this practice.

### **Where Should Consent Agendas be Placed within the Overall Meeting Agenda?**

The consent agenda typically appears very near the beginning of the regular meeting. This allows any item removed from the consent agenda to be placed onto the overall agenda for discussion and action later in the meeting. As with all formal board action, a quorum must be present to in order for action on the consent agenda items to be legitimate and binding.

## **Who Should Use Consent Agendas?**

Consent agendas are used by both non-profit and for-profit organizations whose boards are trying to use members' time efficiently and that have much routine business to approve. It is especially common to see the boards of governmental entities such as libraries and educational institutions use consent agendas because of the volume of routine business that they are required by law and regulation to approve.

## **How Can Consent Agendas be Used Effectively?**

The key to success is to provide all consent agenda information to board members well in advance of the meeting. It is *essential* that board members have ample time prior to a meeting to become familiar with each item on the consent agenda. That way, if a member or members have a concern about any item(s) that they believe need further discussion, then they will ask for the item(s) to be removed from the consent agenda and addressed separately.

At the time in the regular agenda when there is to be action on the consent agenda, the chair will first inquire whether there are any items that need to be removed from the consent agenda. If *any* member wishes an item to be removed, it must be removed and placed on the regular agenda. Immediately following the opportunity to remove any items for separate discussion, the consent agenda is moved and approved as a set. (For example: "I move the consent agenda." Another member: "I second the motion.")

It may be useful to those who plan the overall meeting agenda and the consent agenda (usually the board chair and/or executive director) to have guidelines, developed in consultation with the board, to clarify which types of items might be appropriate for the consent agenda.

## **When Should a Consent Agenda Not Be Used?**

The consent agenda practice should not be used unless all members of the board understand and agree to its use. This approach places more responsibility upon members to prepare prior to the meeting. Obviously, if members do not read the information on the consent agenda prior to the meeting, they cannot responsibly agree to the inclusion of any particular item on the consent agenda. The worst outcome would be to take action on a matter of significant programmatic or legal importance without truly having the board's **informed** consent.

## Monthly Board Status Report

Date: Month/Year

**Board Member:**

**Distribution:** **Board**

**Position:**

1. **Agenda Items** (*summary of anything for board discussion bulleted*)
2. **Tasks achieved since last report and tasks scheduled:** (*what the committee has done and will be doing*)
3. **Budget** (*current expenses and/or items requiring board approval*)
4. **Comments**

# Division of Roles between Board and Administrator

*Adapted from “Building and Managing an Effective Board of Directors”, Center for Nonprofit Management in Southern California*

This chart describes the roles and responsibilities of the board and the charter school administrator in critical areas. Review each entry and revise as based on the specific needs and requirements of your charter school. This chart should be reviewed on an annual basis and updated as necessary.

Responsibility	Board of Directors	Administrator
<i>Legal</i>	<ul style="list-style-type: none"><li>• Exercises fiduciary role to ensure that the charter school is properly managed. The board should have a mechanism to validate information from the administrator.</li><li>• Maintains legal status; insures the proper paperwork is submitted to governmental agencies.</li><li>• Reviews financial and business dealings and exercises proper judgment in self-dealing transactions – avoidance of conflicts of interest.</li></ul>	<ul style="list-style-type: none"><li>• Must provide information to the board to demonstrate that the charter school is well managed.</li><li>• Compiles information for annual filing requirements.</li><li>• Signals to the board if either of the above situations is likely to occur.</li></ul>
<i>Finance and Accounting</i>	<ul style="list-style-type: none"><li>• Approves annual budget.</li><li>• Reviews periodic financial reports (balance sheet, income statement, changes in financial position).</li><li>• Ensures that proper internal controls are in place.</li></ul>	<ul style="list-style-type: none"><li>• Prepares annual budget with input from staff and finance committee.</li><li>• Oversees preparation of periodic financial reports.</li><li>• Implements proper financial controls.</li></ul>

<b>Responsibility</b>	<b>Board of Directors</b>	<b>Administrator</b>
<i><b>Planning</b></i>	<ul style="list-style-type: none"> <li>Establishes mission and program direction for the charter school and approves goals and objectives designed to achieve those ends.</li> <li>Reviews strategic plan and progress.</li> <li>Assesses compliance/progress in achieving educational and other outcomes agreed to in the charter contract.</li> <li>Assesses program evaluation plan.</li> </ul>	<ul style="list-style-type: none"> <li>Participates in establishing mission and program direction for the charter school. Contributes to vision of the charter school; and assists the board in maintaining focus and momentum for the charter school.</li> <li>Develops specific program goals and objectives based on the board specific mission.</li> <li>Develops reports or oversees staff development of reports to demonstrate program progress.</li> </ul>
<i><b>Policy</b></i>	<ul style="list-style-type: none"> <li>Develop and adopt written policies.</li> <li>Responsible for reviewing policies periodically.</li> </ul>	<ul style="list-style-type: none"> <li>Identifies need for new policies.</li> <li>Responsible for assuring the implementation of policies and for assisting the board in analyzing policy options.</li> </ul>
<i><b>Personnel</b></i>	<ul style="list-style-type: none"> <li>Sets and reviews personnel policies.</li> <li>Hires Charter School Administrator and evaluates the administrator's performance.</li> </ul>	<ul style="list-style-type: none"> <li>Implements personnel policies.</li> <li>Recommends changes in personnel policies to the board.</li> <li>Hires all personnel and evaluates performance of staff members (or delegates to appropriate supervisor).</li> </ul>
<i><b>Resource Development</b></i>	<ul style="list-style-type: none"> <li>Responsible for assuring long-range commitments of resources; establishes a fund development plan and participates in its implementation.</li> <li>Reviews and approves all major grant proposals.</li> </ul>	<ul style="list-style-type: none"> <li>Conduct research and maintain information database.</li> <li>Assist in fund development efforts.</li> <li>Develops grants and other funding applications, plans fundraising events, enters business ventures to support mission.</li> </ul>
<i><b>Board Accountability</b></i>	<ul style="list-style-type: none"> <li>Establishes and communicates clear expectations of Board directorship.</li> <li>Assures effective participation of Board directors.</li> </ul>	<ul style="list-style-type: none"> <li>Facilitates training and information exchange for members in preparation for selection of Board directors.</li> <li>Facilitates effective communication among Board directors.</li> </ul>

<b>Responsibility</b>	<b>Board of Directors</b>	<b>Administrator</b>
<i><b>Decision Making</b></i>	<ul style="list-style-type: none"> <li>• Defines and communicates the role of Board, administrator in making decisions.</li> <li>• Assures appropriate involvement of Board directors in charter school decision making.</li> </ul>	<ul style="list-style-type: none"> <li>• Makes action decisions within parameters set by the Board, collaborates both with the other staff and Board in some decisions.</li> </ul>
<i><b>Community Relations</b></i>	<ul style="list-style-type: none"> <li>• Promotes the charter school to parents and the general public, including serving as an emissary of the charter school to the broader community.</li> <li>• Promotes cooperative action with other charter schools when the charter school should take part in coalitions, shared programs, joint action, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Interprets the mission of the charter school to the community through direct involvement, public relations programs, including personal contact, descriptive program literature, and work with the media; works closely with the Board for an effective division of labor.</li> </ul>
<i><b>Contracts</b></i>	<ul style="list-style-type: none"> <li>• Approves contracts.</li> </ul>	<ul style="list-style-type: none"> <li>• Manages contracts.</li> </ul>
<i><b>Other</b></i>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>

# Governing Board and Administrator Roles Worksheet

## How to Use this Worksheet

This tool is designed for use by a charter school that is already operating. It should be completed via a discussion by governing board members, the lead administrator, the business manager and/or other senior administrative staff, as appropriate for the charter school. The board should specify when subcommittees have a role.

The purpose of the instrument is to have a detailed discussion about roles and responsibilities and keep the documentation for future reference. The list of items is not exhaustive and may be adjusted to suit the unique needs of the charter school.

**Note:** in the chart, the word “blend” means the board and administration each have a role. In the case of blended roles, specific delineations should be noted in the “notes” column.

Task/Issue	Board	Administrator	Blend	Notes
<i>School</i>				
Maintains the vision/mission				
Implements the vision/mission on a daily basis				
Ensures compliance with the original charter				
Maintains legal status; ensures proper paperwork is filed				
Develops the strategic plan & implements it				
Monitors progress of the strategic plan				
Prepares board meeting agendas				
Prepares & distributes board packets				
Posts board meeting notices				
Maintains corporate records				
Identifies the need for new board policies				
Maintains contact with the authorizer				
Maintains relations with key community				

members				
Monitors charter school legislation				
Networks with other charter school leaders				
Records school history				
Recruits new board members				
Provides new board member induction				
Ensures adequate student enrollment				
Ensures board accountability				
Secures legal counsel when needed				
Negotiates charter contract with the authorizer				
Creates annual school calendar				
Ensures state & district waivers are valid				
Provides documentation for charter renewal				
<i>Finance/Business Ops</i>				
Creates & monitors annual budget				
Approves annual budget				
Reviews monthly financial statements				
Approves daily budget expenditures				
Arranges for annual financial audit				
Implements proper financial controls				
Develops long-range financial plan				
Makes financial decisions within the parameters of the budget				
Ensures proper insurance coverage				
Establishes/changes payroll system				
Ensures federal entitlement funds are received				
Develops job descriptions				

Guarantees staff contracts are signed				
Maintains HR files				
Establishes contracts with vendors				
Implements substitute plan				
Provides legally-required staff training				
Ensures purchasing compliance				
Provides for asset management				
Manages facility maintenance				
Pursues grants & private funding				
Establishes annual fee schedules				
Implements the school crisis plan				
Provides for risk management				
Ensures organizational efficiency				
<i>Staffing</i>				
Hires/fires instructional staff				
Hires/fires administrative staff				
Evaluates instructional staff				
Evaluates administrative staff				
Implements personnel policies What about adding the initial development of personnel policies				
Responds to parental complaints regarding staff members				
Responds to staff's complaints				
Develops staff professional development plan				
Ensures adequate communication among staff				
Ensures personnel law compliance				
Researches & implements new program ideas with staff				
Creates & implements the employee				

handbook				
<i>Academic</i>				
Sets student academic achievement goals				
Ensures educational program is in alignment with state content standards				
Ensures instructional program is effective & properly implemented				
Provides supplemental classroom resources				
Selects curriculum, including supplemental programs & resources				
Ensures compliance with IDEA & 504 laws				
Ensures adequate programming for ELL students & GT students				
Implements a comprehensive RtI program & continued training				
Evaluates school performance				
Makes adaptations to program based on data				
Ensures adequate instructional time				
<i>Parent/Student Relations</i>				
Ensures adequate communication with school families				
Maintains external community relations				
Ensures students have met enrollment qualifications				
Informs new families of pertinent information				
Creates & maintains the parent/student				

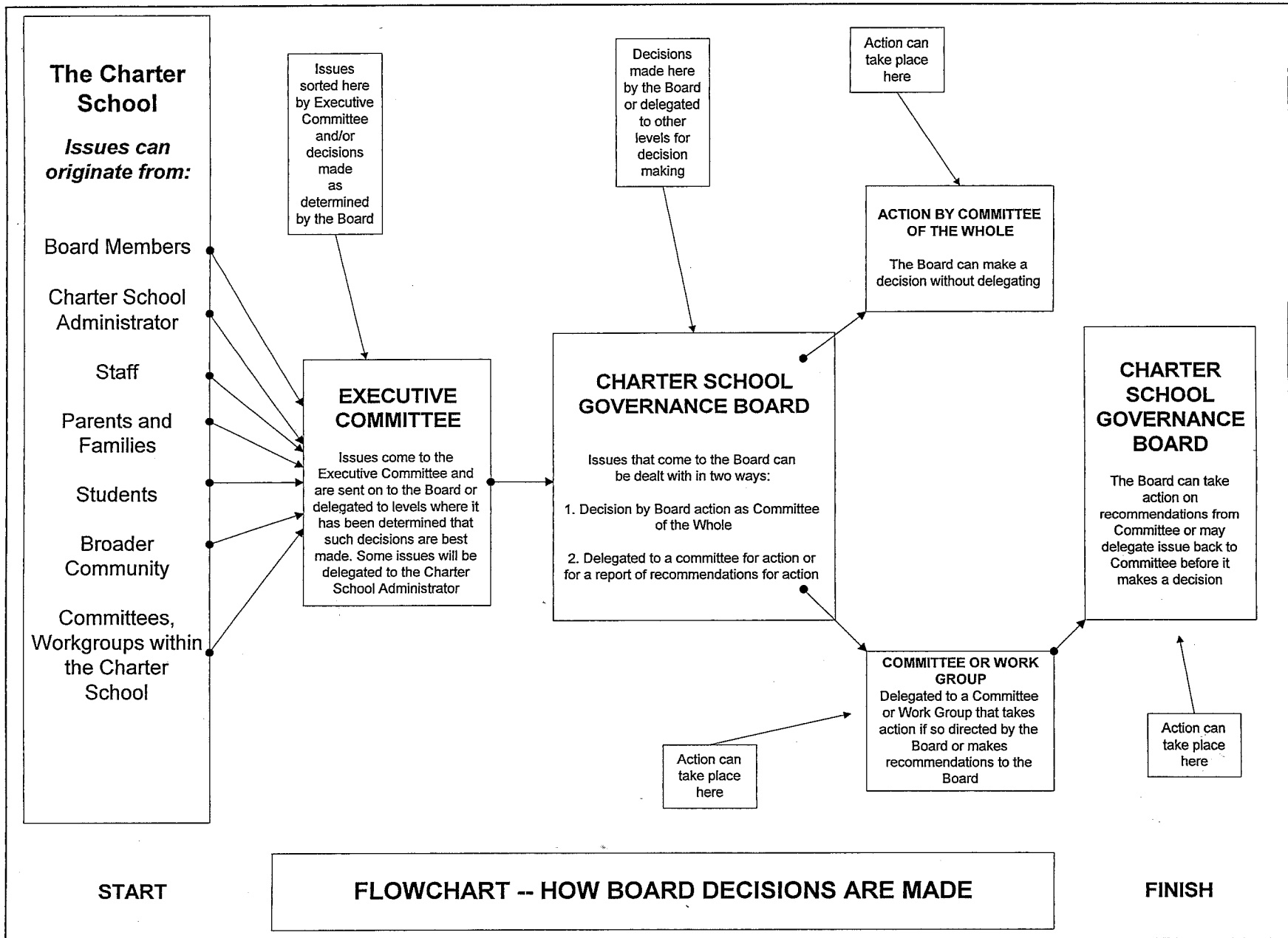
handbook				
Provides new student/parent orientation				
Communicates with the PTO				
Selects & maintains student records (hard copy & electronic)				
Provides for fair & equitable student enrollment				
Ensures parent volunteers are screened & effectively utilized				
Maintains visitor check-in & monitoring process				
Provides due process for suspended & expelled students				
Provides extracurricular, including sports, programming				

**Suggested descriptions:**

Establishes policy	Makes management decision	Takes lead role
Proposes policy	Proposes action	Takes supporting role
Recommends action	Authorizes	Informs
Schedules	Full authority	Carries out

## Example of Completed Worksheet

Task/Issue	<i>Board</i>	Administrator	Blend	Notes
Creates annual budget	Initial draft from Finance Subcmte.; presented to board in March & considered in April for adoption	Member of Finance Subcmte.	Finance Subcmte.	Finance Subcmte. includes Board Treasurer, Principal, Business Manager, parent with finance expertise; meets quarterly
Approves annual budget	Adopts in April			
Reviews monthly financial statements	Monitors	Ensures + cash flow & adherence to budget		Business Manager provides daily operations & Principal monitors Business Mgr generates the monthly statements for inclusion in board packet
Arranges for annual financial audit	Board Treasurer acts on behalf of the Board & presents motion to the Board by May meeting		Finance Subcmte.	
Implements proper financial controls	Board Treas. ultimate responsibility	Monitors implementation		Quarterly audit by Board Treasurer Business Mgr complies with financial policies & procedures while performing daily operations



## **Selecting, Reviewing and Supporting the Administrator**

An effective board identifies and hires a capable administrator who shares the mission and vision of the school. The board is also responsible for the annual evaluation of the administrator and the setting of professional goals for improvement. Boards support administrators by ensuring that they have the necessary resources to accomplish goals and by conveying confidence in their day-to-day decisions.

### **Characteristics of a Quality Leader**

- Focuses decisions on what is best for students
- Knows how to disaggregate data to make decisions about curricular adjustments and teacher training
- Communicates well with parents, students, faculty, board, and staff
- Recognizes a variety of needs by staff, faculty and students and is willing to find ways to meet their needs
- Incorporates input from stakeholders to provide shared ownership in decision making
- Knows how to effectively delegate tasks and responsibilities
- Leads by example by being highly motivated, accountable, and willing to actively pursue growth opportunities
- Communicates the vision in school staff, faculty, community members, authorizer, and students
- Stays current on educational research and is willing to try new things to meet the needs of students and staff
- Has demonstrated expertise in teaching and learning
- Knows how to inspire and create an effective professional learning community
- Is an excellent manager of people, time, resources, and budgets
- Has experience in and appreciation for the school model/philosophy

### **The Hiring Process**

Given the independence of charter schools, the administrator must be both an instructional and a business leader. They must manage the facility and finances, oversee instructional and operational staff, engage with students, elevate school culture and morale, represent the school to parents and the community, manage conflict, promote the school, ensure the school meets all local, state, and federal laws, encourage academic and professional excellence, and guide the school toward meeting its goals. In short, the administrator guides the school on the path to its mission and vision.

**Creating a job description:** The board should write a detailed job description for the position and decide how it will interview and select qualified candidates. The job description should include the minimum professional qualifications such as the type of degree, certification, and work experience; and the job duties

including management(budget/finance, personnel), educational leadership (curriculum evaluation, administration of program), communication with parents, the community, and the authorizer, facility maintenance, staff, student performance evaluation, and other tasks.

**Forming a search committee:** The board may form a committee to develop an employment announcement, strategies for interviewing candidates, and expectations for what is considered a quality candidate. Staff, parents and other stakeholders should provide the committee with recommendations regarding leadership characteristics and interview questions.

**Selecting candidates:** Recruitment strategies include contacting other charter schools and trusted peers within the education community for candidate recommendations and advertising the position in places that cater to the charter community such as the U.S. Charter Schools network.

**Interviewing candidates:** It is illegal to ask questions about age, marital status, family planning, religious affiliation, disabilities and should never be addressed in an interview.

- The board/committee should prepare a list of standard questions such as:
- What strengths and weaknesses would you bring to the leadership position?
- What have you or are you doing to address the deficits?
- What is the most satisfying experience in education you have had?
- What has been your experience in teaching and leadership in other schools?
- How has your educational background contributed to where you are today?
- What do you believe are the greatest contributions of charter schools?
- How are charter schools different from traditional public schools?
- What experience do you bring to this position that you believe will be helpful?
- What will you do to help the school to fulfill its mission and vision?
- What concerns you most about taking over the leadership of this school at this time?

**Checking references and prior job performance:** The board should check with former employers to verify dates of employment and ask questions about the candidate's past performance. Boards may also learn about the applicant by inquiring with individuals who know the candidate, but may not be listed as a reference. If a candidate has been terminated by another school, the board should assume the situation had two sides and ask questions of several individuals involved.

# Example: Head of School Job Description

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The head of school is the sole employee of the board of trustees. In situations with very large schools and multiple divisions and/or campuses, often there is a president and one or more school heads. In those instances, the following job description is "divided" between president and school head(s), as mutually agreed upon by the president and the board of trustees.

**Position Title:** Head of School

**Reports To:** Charter School Board of Directors

## **Summary**

The Head of School is responsible for overall operations of the school. S/he is a member ex officio of all standing committees of the Board, represents the Board to faculty/staff and students/families of the school, and sees that the general policies of the Board are understood and followed. S/he hires faculty and administration, holds regular meetings of the faculty and staff, and supervises and coordinates the activities of the entire organization.

## **Essential Duties and Responsibilities**

The Head of School:

### **Board Relations**

- Works with the board of trustees, its chair, and its committees in carrying out established school policies; reviews those policies and make recommendations for changes; attends meetings, prepares reports, maintains board records, and keeps trustees informed on all aspects of the school's operation.
- Provides to the board of trustees various scenarios and possibilities for the board to consider as it does its work focusing on the strategic future of the school.

### **Operations Management**

- Supervises all programs of the school (academic, athletic, ethical, and other extracurricular programs); monitors curriculum, grading, testing, and reporting to parents; prepares for and conducts periodic program evaluations; submits reports to external agencies as required; establishes disciplinary policies and standards of conduct.
- Manages the sometimes competing demands of the various constituencies of the school.

## **Strategic Development**

- Articulates the vision for the school and its future.
- Monitors and addresses all matters of school climate and culture.
- Embodies, manifests, and advocates the mission of the school.

## **Staff Management**

- Handles all matters regarding employment, retention, and dismissal of personnel, salaries and contracts, job assignments and performance evaluation, and orientation and training
- Prepares employee handbooks, and maintains appropriate personnel records.
- Supervises the admissions director in determining programs for the recruitment of students, including marketing and outreach, information dissemination, applicant testing and interviews and acceptance and decisions.
- Supervises the development director and development efforts to cultivate and affect generous support of the school.
- Supervises the business manager in the preparation of preliminary and final budgets; monitors income, expenditures, collections, and cash flow; maintains appropriate financial records; oversees the employee benefit program.
- Supervises the college counselor in planning for an appropriate program for college guidance and college admissions.

## **Marketing and Public Relations**

- Represents the school to all of its constituents including neighborhood, parents, students, alumni, business community, faculty, and staff.
- Represents the school in its relations with state and federal agencies and with local, state, regional, and national educational organizations and accrediting agencies.

# Example: Performance Management Plan

Employee Information		Performance Review Information	
<b>Name:</b>		<b>Period Evaluated:</b>	
<b>Position:</b>		<b>Reviewed By:</b>	
<b>Employee Salary:</b>		<b>Review Date:</b>	
<b>Manager:</b>		<b>Next Review Date:</b>	

## Position Plan/Responsibilities of Job

Insert relevant job responsibility information here ...

Overall Rating	Outstanding	Exceeds Expectations	Successful	Needs Improvement	Unsatisfactory

## Manager/Reviewer Comments

Insert comments from manager/reviewer here ...

**Manager Signature:**\_\_\_\_\_

Signature indicates manager set objectives and measures for the coming year and conducted the annual review.

## Employee Comments

Insert comments from employee here ...

**Employee Signature:**\_\_\_\_\_

Signature indicates employee has received annual review and objectives and measures for the coming year.

## Organizational Goals Supported

***Goal #1:***

**Corresponding Employee Objective:**

***Goal #2:***

**Corresponding Employee Objective:**

***Goal #3:***

**Corresponding Employee Objective:**

**Comments:**

Rating	Outstanding	Exceeds Expectations	Successful	Needs Improvement	Unsatisfactory

## Team Goals Supported

### *Goal #1:*

- **Description:**
- **Specific Objective:**
- **Measurement:**
- **Comments:**

Rating	Outstanding	Exceeds Expectations	Successful	Needs Improvement	Unsatisfactory

### *Goal #2:*

- **Description:**
- **Specific Objective:**
- **Measurement:**
- **Comments:**

Rating	Outstanding	Exceeds Expectations	Successful	Needs Improvement	Unsatisfactory

## Personal Developmental Goals (Technical, Professional Knowledge, Skills or Behaviors)

### *Goal #1:*

- **Description:**
- **Specific Objective:**
- **Measurement:**
- **Comments:**

Rating	Outstanding	Exceeds Expectations	Successful	Needs Improvement	Unsatisfactory

### *Goal #2:*

- **Description:**
- **Specific Objective:**
- **Measurement:**
- **Comments:**

Rating	Outstanding	Exceeds Expectations	Successful	Needs Improvement	Unsatisfactory